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Army Performance Improvement Criteria "APIC" Training Module 11

"Category 1 - Leadership"
The Details of the Criteria

Category One: Leadership

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- This week's TMT continues the details of APIC with Category One – Leadership, item number 1.1.

- We encourage you to keep and consolidate these training modules for future reference.

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- The Leadership Category examines *How* your organization's senior leaders guide and sustain your organization. Also examined are your organization's *Governance* and *How* your organization addresses it's ethical, legal, and community responsibilities.

- The Leadership Category is comprised of two "Key Performance Areas" that we refer to as KPAs.

  - 1.1 – Senior Leadership

  - 1.2 – Governance and Social Responsibilities

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- 1.1 addresses: How do your senior leaders lead?
- It asks us to describe how our senior leaders guide and sustain our organization. It also asks us to describe how senior leaders communicate with employees and encourage high performance.
- The Leadership Category (1.1) has two sections (areas to address) that ask us a series of questions related to:
  - 1.1a. Vision and Values
  - 1.1b. Communication & Organizational Performance

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Vision and Values:

1. How do senior leaders set organizational vision and values? How do senior leaders deploy organizational vision & values through its leadership system, to all employees, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do leaders personal actions reflect a commitment to organizational values?

2. How do senior leaders promote an environment that fosters and requires legal and ethical behavior?

3. How do senior leaders create a sustainable organization? How do senior leaders create an environment for performance improvement, accomplishment of mission and strategic objectives, innovation, and organizational agility? How do they create an environment for organizational & employee learning?

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Communication & Organizational Performance questions ask:

1. How do senior leaders communicate with, empower, and motivate all employees throughout the organization? How do senior leaders encourage frank, two-way communication throughout the organization? How do senior leaders take an active role in employee reward & recognition to reinforce high performance and a customer and business focus?

2. How do senior leaders create a focus on action to accomplish the organization's objectives, improve performance, and attain its vision? How do senior leaders include a focus on creating & balancing value for customers and other stakeholders in their organizational performance expectations?

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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

SPECIAL TREAT

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- We want to thank all of you that take two minutes per week to read these slides to learn more about APIC and the ACOE program.

- The first 10 people to respond and come by the Plans Division office will receive a special treat! Please see Bettye Cook or Berry Patrick!!

More Information about the Army Performance Improvement Criteria and the
"APIC" website can be found at:

www.hqda.army.mil/leadingchange/